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United States Department of State

Washington, D.C. 20520

November 28, 1988

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Dear Elaine:

After our marathon meeting of last week, I reviewed the separate appendixes on State. In light of the revised language of the report, I believe these additional papers should be revised especially in tone. I know you have shouldered a great workload recently but hope now is the time to make these changes.

Training and Development:

As was explained, we now have a very senior Civil Service employee overseeing the training for all employees of the bureau. There is now a new analyst briefing program and increased activities using the resources of the Defense Intelligence College. The courses given at FSI are open to all Department of State employees including INR and attendance is by application as stated in the course announcements. INR employees are not limited to "space available basis". *changed*

Full time language training by FSI is for those employees who are going to language designated positions overseas - a reasonable requirement given that FSI does not have unlimited resources. INR employees may participate in the early morning language classes along with all other Department employees. This is a valuable opportunity and some INR employees do take advantage of it.

Civil Service employees do go to the Senior Seminar and the National War College. Albeit there is a limit on the numbers, INR employees are nominated as part of the long term training program of the Department and must be in competition with the others. It is not simply a question of "unable". *changed*

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revised

INR does fund external training if FSI does not have the funds. The program which has recently been put into abeyance for the Department as a whole is the University After-Hours Program. Within INR, there has not been a demand for this kind of program. As has been stated several times, we are exploiting all non-reimbursable, i.e. "free", opportunities we can.

revised

The Overseas Analyst Program is controlled by positions - a basic fact of OMB's method of employment control by FTE. Currently we have three overseas positions resident in the regional bureaus - Pretoria, South Africa; Tokyo, Japan; and New Delhi, India. These tours are for two years and then the individual comes back to his/her previous position. Four or five analysts do not go overseas each year. The degree of expansion of the program lies with the need for position control rather than a lack of interest. We have no "lack of interest" rather we have continuing interest and waiting for the next open position.

changed

Again, I do not believe it is appropriate to use any comments which allegedly come from an Inspector General report.

In sum, I do believe this paper can be done to reflect the facts more properly.

Removal Authorities, Staff Reductions and Outplacement

oh added

Under removal authority, I would like to note that the civil service employee who was terminated was a clerical employee.

Staffing

revised

Under "Hiring and Retention", tours of duty for Foreign Service employees in bureaus of the Department, including INR, are initially for two years. The tour may be extended for one year. The tour cannot be for as long as six years because a Foreign Service employee, barring health problems, must go overseas after five years. If extended because of personal problems, the employee normally serves a tour in another bureau but not the whole time in one bureau.

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In the next to last paragraph of that section, there needs to be some corrections. There are not "relatively few foreign affairs professional positions in the Department". There are *change* in fact many throughout the Department. There are relatively *at* few intelligence research specialists - these positions are in INR and DS. Many individuals who hold intelligence research specialists position skill codes also qualify for the foreign affairs skill code. The real question is the desire of the individual to make a change. Within a bureau or for overriding management reasons, an individual may be reassigned but the practical matter is that this rarely happens. The 'staleness' *1/3* factor is the responsibility of both the employee and the manager.

Recruitment - The Foreign Service assignment system is driven by "needs of the service" by law. The bid system is the opportunity for an individual to show a preference and is covered by the labor agreement with the American Foreign Service Association (AFSA). The bottom line though is "needs of the service". *renewal*

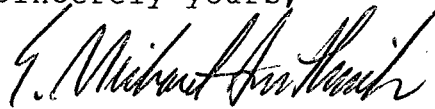
I believe the comment that "performance in INR may be excellent, it may also be irrelevant to the next assignment". That is negative, pejorative and not true. The Foreign Service is a career service and all of these positions and assignments are to assist in carrying out the duties and responsibilities of the Secretary of State on behalf of the President. That is what makes up a career for a Foreign Service Officer. INR assignments have often helped Foreign Service Officers develop area expertise needed for future assignments. *renewal*

The statement that Civil Service professional staff are often *changed* from the other intelligence community agencies is in error. The data following that statement belies it. Of our Schedule B hires, only one is replacing an individual on an Overseas Analyst tour. *renewal*

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Especially because this is document going to the Congress, I want it to be as technically accurate as possible along with the appropriate tone. I think these changes are in line with some of the changes made in the chapters of Volume I. I would appreciate the opportunity to review any redrafted material. If you need additional data, please let me know.

Sincerely yours,


E. Michael Southwick

Too late
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